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ABSTRACT

As the global business environment becomes more turbulent, quality management seems more indispensable. This book offers strategies for integrating the theory and practice of Total Quality Management (TQM) with organizational-development (OD) theory at all organizational levels. Chapter 1 answers the question "Why Total Quality Management and Organization Development?" provides a brief history of OD; outlines the convergence of OD with human-resource management, organization theory, and TQM; develops the framework of the integrative model, the House of Total Quality; and explains the role of the ethical work culture. Chapter 2 provides a historical overview of total quality. The third chapter focuses on the strategy and the importance of customer focus. The sections address total-quality business strategy, strategy planning, strategy management, and strategy implementation. Process dimensions are explored in chapter 4, which develops the second pillar of the House of Total Quality, continuous improvement. The chapter discusses total-quality-business process planning, management, and improvement. The third pillar of the House of Total Quality, speaking with facts, is developed in chapter 5, which applies fact-based management to team-project leadership. The sixth chapter introduces the fourth pillar, respect for people, and reviews the relationship between respect for people and its impact on personal performance dimensions. The final chapter operationalizes the entire book by addressing the specific transforming processes required for total-quality-OD implementation. Barriers to quality-function implementation, an integrative case study, and international quality comparisons round out the text. A total of 6 exhibits, 26 tables, and 38 references are included. (LMI)

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